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Management from the NOVA – School of Business and Economics

**“HOW TO ACHIEVE TOP LINE PROFITABLE GROWTH IN THE STILL
WATER CATEGORY FOR THE BRANDS VITALIS AND CARAMULO”**

Individual Report – Promotional Plan

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NOTE: Due to the goal of this project, some content of this individual report is similar to the content of Group Report.

Promotional Plan

According to Rossiter & Percy (1997), promotions can be characterized as a “repertoire of activities designed to move sales forward more rapidly than would occur with advertising alone”. Furthermore, promotions can increase brand awareness as well as brand preference on the long-term if correct tactics are implemented, such as consumer franchise-building tactics (CFB). Whereas, “when used by retailers’ promotions can increase Category Need, that can increase the sales of the category” (Rossiter & Bellman, 2005). Ultimately, companies need sales and brand activation aims to bring consumers from a passive to an active state, where they are handy to purchase and repurchase.

Aiming to deliver a feasible promotional plan for the Super Bock Group still bottled water category, this report has the goal to describe a strategy for promotional activity for both off-trade (modern retail), on-trade (HoReCa) channels and also specialised channels like pharmacies.

According to the still water category characteristics and the information that Mário Frade, innovation manager told us, a share of 40% of the overall marketing budget was allocated. This budget was split for consumer promotions (5%) and trade promotions (35%) for the five years plan (see exhibit 1). For five years plan of promotion, the total budget and the split per brand can be found in exhibit 2.

For the first three years of promotion, the budget allocation and the schedule for each brand can be seen in exhibits 3 and 4, respectively.

1.1 Pre-Promotional Activities

Since the purpose is to implement a promotional strategy to relaunch Caramulo, launch Caramulo Care and support Vitalis brand, for both in and out-of-home consumption, it is essential to look at the resources needed to encourage retailers and trade clients to accept the promotional activity for Caramulo, Caramulo Care and Vitalis brands.

Hence, key account managers (known as KAMs) and sales teams need to highlight and inform about its points-of-differences (PODs), thus focusing on the brands' newness through differentiation. This section purposes to schedule and recognizes the requirement for negotiations and agreements with all retail partners, clients and pharmacies involved.

As long as Super Bock Group is presenting a new category and promotional strategy for the still bottled water category, it will be required to introduce and explained to all partners the new ideas and strategies.

The next topics of this report aim to give recommendations regarding to the plan of promotional activities, for both trade and consumers, that are suitable for the rebranding of Caramulo, launch of Caramulo Care and reinforcing Vitalis brand for both off-trade, on-trade (HoReCa) and introducing them in the specialised channels (pharmacies).

1.2 Promotional Campaign

Bearing in mind that a new category strategy aims to be implemented, selected promotional activities will be needed to successfully introduce each brand in the portuguese market (Caramulo, Caramulo Care and Vitalis).

Moreover, as mentioned in the group report, the following promotional activities are designed to relaunch the brand Caramulo, to launch a brand extension of Caramulo, named Caramulo Care, and reinforce the brand Vitalis. The marketing objectives aim to increase Vitalis brand awareness, to successfully relaunch Caramulo brand and also inducing trial by new customers for all brands. Besides, this promotional plan has the goal to increase sales in the pre-communicational phase, to encourage trial by using free sampling and supporting the communication campaign.

Trade and consumer promotional activities were chosen in order to successfully select the most suitable promotional activities. Per year, the budget of the promotional plan (consumer and trade) was allocated for the three brands can be seen in the exhibit 1.

1.3. Trade Promotions

“Manufacturers are ultimately interested in the end-consumer, and usually want extra performance from the retailer in return for price promotions – particularly better display, more effort put into selling the manufacturer’s brand, and cooperative advertising” (Rossiter & Percy, 1997).

When launching a new brand, one of the most important objectives of trade promotions is to gain the support of distribution channels, such as retailers and main trade partners. Concerning the end-consumer, “the brand has to be on shelves in enough quantities and with good distribution” (Pelsmacker & Van Den Bergh, 5th Edition, 2013).

1.3.1 Slotting Allowances

The main goal is to increase distribution, thus trade trial promotions are almost invariably used to make the brands available in as many stores as possible.

As mentioned in the group report in promotion section (12.3.1), a weighted distribution target was defined in order to gain distribution (one of the weaknesses that we found in the SWOT) (see exhibit 44.1 on group report for further details). In this way, it would be necessary to give incentives to stand out Caramulo, Caramulo Care and Vitalis brands when comparing with the other brands.

Commonly, for the introduction of a new category strategy, manufacturers negotiate **slotting allowances** with retailers which is an essential component to make sure that trade-customers stock certain inventories of the product and dedicate shelf space to the innovation. As Super Bock Group will try to introduce the rebranding of Caramulo brand, the brand extension Caramulo Care and aim for better distribution for the Vitalis brand, the company will be asked to pay an extra fee for each brand. This fee compensates the retailer for potential lost sales from other brands (as mentioned in group report promotion part).

Particularly for both Caramulo and Caramulo Care, a new line fee would be necessary in order to introduce this new brand to the retailers. In the exhibit 3, can be found the yearly total budget planned for slotting allowances for the three brands.

1.3.2 Point-of-Sale

Ultimately, the purchase decision is made on the point-of-purchase, thus, “POS communication is a powerful tool to activate brands, as they reach consumers at this point when they are making the decision about which brand to buy” (Pelsmacker & Bergh, 5th edition, 2013). It aims to be an eye-catching display in order to stand out a brand from one another. All brands Caramulo, Caramulo Care and Vitalis should make use of it: displays’, end-of-aisle shelves (referred as ‘topos’) and stoppers (as mentioned in the group report).

The entirely communications can be part of **cooperative advertising allowances**, in which Super Bock Group and the retailer, by agreement, contribute to retail advertising, or solely financed by each brand (Caramulo, Caramulo Care or Vitalis brand). This can be accompanied by price reductions. Commonly, a fixed number of days (e.g. all weekend during July month) are negotiated in order to schedule the point-of-sale promotion for selected stores or stores groups, and the cost is depended on several factors such as number of SKUs in promotion, retailer negotiation and the stores location and size.

Although, it is usually the retailer that decides in which stores these activities are implemented. Furthermore, stoppers and POS displays can be placed next to the products, or near price tags, to bring attention to the products and improve the appearance on the shelf.

POS communications can attend different objectives and should remind consumers of ongoing or previous advertising or other campaign, thus supporting the communications message. Further than reminding, POS communications can also **inform** consumers, in this case for the brands Caramulo and Caramulo Care.

For Vitalis and Caramulo, POS communication objectives should be **remind** and **attract attention** for the new image, respectively. Regarding Caramulo Care, the main goal of POS communication should be **create image** and **persuade** (Pelsmacker & Bergh, 5th edition, 2013).

1.3.3 Trade Advertising

“Trade advertising is usually part of a sales kit” (Rossiter & Percy, 1997). The main goal is to personally sell the product to the retailers. This should contain all the information needed in order to facilitate the retailers training of sales staff. Trade ads are directed to retailers and can be provided during the negotiation process, “emphasizing acceptance details such as margin, expected turnover, order of launch and recommended retail price” (Rossiter & Percy, 1997).

Therefore, it is important to inform the retailers to some extent about the intention of communication above the line (ATL) for the three brands. In this way, the retailer is aware that the products are being simultaneously promoted through media, so it is more likely to give the brand more favourable point of sale conditions (Rossiter & Percy, 1997).

Furthermore, all the brands can be introduced and communicated in retail journals (for example *Hipersuper*) with a perspective of increasing retailers’ interest in the new brands and also retailers’ leaflets to reach consumers’ attention.

1.3.4 HoReCa and Specialised Channels Promotions

Regarding the launch of the new packaging of Caramulo brand and Caramulo Care, sales teams should start negotiating and introducing it to the trade clients at least 4 months before the launch and promotional tools need to be designed accordingly to each different client groups in order to convince trade partners.

Taking into consideration the characteristics of this channel only some specific bottled sizes should be launched in this channel (please check group report, topic 12.3.2).

“Bearing in mind the low-volume with high-margin conditions for Caramulo and Vitalis brands within HoReCa channel” (as mentioned in the group report), the strategy for this channel can be described by the following:

Firstly, the current packaging (PET) of Caramulo should continue to be sold on this channel because by introducing the rebranding of Caramulo (with sustainability approach), the prices are going to increase and the brand does not want to lose clients. In this way, both packaging will stay in this channel (PET and rPET bottled format).

Secondly, for trade promotion, in order to take advantage of promotional strategy, we found interesting to develop a new segment D, see exhibit 5. The goal is to offer a competitive promotion for the clients who do not usually purchase Caramulo nor Vitalis, because perceived it as expensive (meaning that to have a competitive price, it is needed to buy a big quantity, a space availability remains an issue for that), when competing with the main competitors (mainly Serra da Estrela, that offers a competitive prices).

Thirdly, and in contrast to the product launch to retailers, slotting allowances in this channel are replaced by price-offs and gift-with-purchases (as mentioned in group report). These includes brand merchandising that help restaurants or cafés to activate the brand at the POS and can take the form of e.g. branded trays, glasses or other promotional tools. In general, Caramulo and Vitalis should invest in personalized merchandise for this channel that suits the new positioning of Caramulo brand and contributes for an increase of brand awareness.

Moreover, in order to successfully penetrate in specialised channels (pharmacies) with the brand Caramulo Care, aiming to promote the product where consumers look for caring about themselves. The launching should focus on special promotions for 0.33l bottled PET. POS material should be implemented in order to stand out the products (for example windows displays).

Finally, encourage the restaurants and cafes service staff represents a strategic opportunity to further increase sales. Super Bock Group could use some simple mechanisms to reward waiters

and restaurants and café owners, as they represent a strong influence on the final purchase consume decision.

1.4 Consumer Promotions

Consumer promotions are initiated by the brands and all the content is controlled by them. Generally, consumers are not aware about the distinction between consumer promotion and trade promotion (which is delivered at retail stores). “The end-consumer is not concerned with whether it was the brand or the retailer that was responsible” (Percy & Elliot, 5th Edition, 2016).

The action objective of these promotions is **trial** of the new brand, specially Caramulo and Caramulo Care.

1.4.1 Bonus Pack

“Bonus pack aims to catch and recapture attention when the brand is already purchased and used, thus facilitating brand recognition and brand recall for subsequent purchases” (Rossiter & Percy, 1997). For Caramulo’s brand, one year after the launch, a bonus back promotional strategy should be introduced. Since in the beginning (launch) the brand has not established its identity and price strategy in the market.

Moreover, the promotion can easily be communicated on-pack. The disadvantage of these strategy for the brand is that extra volume tends to be quite expensive.

The strategy behind the offering of Caramulo’s bonus pack aim to encourage home consumption (1.5l) and out-of-home consumption, with a bottled of 0.33l. The package will offer: **buy 1 bottle of 1.5l, get one bottle of 0.33l for free** (see exhibit 6). The bonus packs are generally liked better than price cuts, because “they are perceived as ‘gains’ a getting something for free for the same price” (Pelsmacker & Van Den Bergh, 5th Edition, 2013).

1.4.2 Launch Sampling

Trial promotion by sampling can be considered as the most expensive, “while it is the strongest trial-generating technique” (Rossiter & Bellman, 2005). Sampling is the most suitable promotional tool for generating trial.

To promote Caramulo Care brand during its launch, and bearing in mind that it is not entering in a new category in the market, the probability to try the brand and stay in the category by purchasing Caramulo's brand, it is very low.

However, according to Rossiter & Percy (1997), “consumers will often settle on the first “good” brand tried. A parity brand, if tried first could gain the advantage.” In this way, Caramulo Care, with a bottled size of 0.33L should be used to distribute as sample.

1.4.3 Price-Offs

Price promotions remain a key factor of demand for Portuguese consumers (Euromonitor, 2016). In this way, it becomes one of the most relevant promotional tools. (as mentioned in the group report)

The crucial promotional tool for the success of Vitalis is the offering of a direct discount on specific products during pre-specified periods for the final consumer. **Price-offs**, “which include several different implementation techniques, are usually the second best, after sampling” (Rossiter & Percy, 1997). This discount comes out from Vitalis brand margin, not the retailer's margin. A possible promotional strategy is included in the promotional budget, in which 30% price-offs were considered for some promotional periods.

Furthermore, this strategy can also be used for the Vitalis and Caramulo convenience packaging's, only one year after the launch, since **price-offs** should not be used to introduce a new product into an established category. (as mentioned in the group report topic 12.3.4). Because for these two SKUs, the strategy should be followed by brand activation with promoters in order to persuade the purchase.

“Companies within packaged goods or FMCG industry are expected to spend more than 50% of their promotional budget on allowances and price-offs” (Rossiter & Percy, 1997).

1.4.4 HoReCa and Specialized Channels Promotions

Considering the HoReCa final consumers, special **menus**, which incorporate a combination of café and bottled of water and the combination of café, bottled of water and cake, should be available. The goal of this menu is to offer a lower price menu than the sum of the single unit (see exhibit 7).

For both brands, this promotional tactic is crucial to increase the connection between the product (bottled water) and the specific consumption occasion (drink a coffee as typical routine in Portugal) (as mentioned in the group report). For the specialised channels, we suggested to be available a promotion where “buy 1 bottle, get another for free” in order to generate trial.

Conclusion

In conclusion, the below the line (BTL) promotion plan that it is suggested for the three years is the following:

In the begging of **2019**, in order to launch the App Vitalis, it is proposed to have POS Displays in retailers and trade clients with a brand activation for consumers be aware and involved. Moreover, we propose a Vitalis brand experience in supermarkets. These should be supported by trade advertising, in-store merchandising and price-offs.

In April 2019, with the relaunch of Caramulo brand, it is planned to further promote this rebranding, by using slotting allowances (off-trade). Furthermore, it would be essential to endorse this relaunch with POS display, in-store merchandising and trade advertising (always emphasizing that this is being update with ATL communications). Finally, in the end of the year should be launched a bonus pack, where this would give the opportunity to consume in-home and on-the-go.

Regarding **2020**, while Vitalis convenience packaging will be launch, slotting allowances, POS display, trade advertising and sampling (by giving consumer's opportunity to try it on the supermarkets) should be used.

Caramulo bonus pack will be also sell in this year in order to continue promoting this pack.

Being 2020 the second year of the Caramulo's rebranding, slotting allowances should continue, POS display, trade-advertising and in-store merchandising should be used. Moreover, in this year, price-offs (for both off-trade and on-trade) should be launch in order to continue promoting the brand and also convenience packaging (3L) will be launch in the second semester of 2020.

About **2021**, the product extension, Caramulo Care will be launch and BTL activation remains an important tool. POS display, trade advertising and sampling should be used to promote the extension of Caramulo's brand.

In **2022**, Vitalis vitamin caps should be launch and endorsed by POS display, trade advertising and sampling (off-trade).

In **2023**, Caramulo Care vitamin caps launched should be promoted by using trade advertising, POS displays and sampling in and in specialised channels).

All in all, for the still bottled water category, owned by Super Bock Group, promotional plan plays a crucial role in stimulating purchases in the short term. The brands Caramulo, Caramulo Care and Vitalis should focus on four key elements in order to perform their promotional strategy: Firstly, the retailers and trade partners need to be convinced and persuaded regarding the new brands approach and identity. This should be done through key account managers and sales teams that need to negotiate slotting allowances in order to have shelf space and market distribution. The push should be done through the whole promotional strategy and also inform about above the line (ATL) communications. Secondly, sales promotions and POS communications play an important role since these elements reach consumers at the moment, when they are making the final purchase decision. The main goal in-store should be to **attract the consumer's attention, reminding of ongoing or previous advertising.**

References

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Appendix

Exhibit 1 | Marketing Budget allocation

	Marketing Budget					
	2019	2020	2021	2022	2023	Total
Communication costs	€1,363,917	€1,047,802	€1,845,801	€2,029,047	€2,262,635	€8,549,202
Consumer Promotions	€113,660	€87,317	€153,817	€169,087	€188,553	€712,433
Trade Promotions	€795,618	€611,218	€1,076,717	€1,183,611	€1,319,871	€4,987,034
Total	€2,273,195	€1,746,336	€3,076,335	€3,381,745	€3,771,059	€14,248,670

Exhibit 2 | Marketing Budget allocation per brand

	Caramulo					
	%	2019	2020	2021	2022	2023
Communication costs	60%	€929,944	€698,534	€538,359	€461,147	€514,235
Consumer Promotions	5%	€77,495	€58,211	€44,863	€38,429	€42,853
Trade Promotions	35%	€542,467	€407,478	€314,042	€269,002	€299,971
Total	100%	€1,549,906	€1,164,224	€897,264	€768,578	€857,059

	Caramulo Care					
	%	2019	2020	2021	2022	2023
Communication costs	60%	-	-	€922,900	€922,294	€1,028,471
Consumer Promotions	5%	-	-	€76,908	€76,858	€85,706
Trade Promotions	35%	-	-	€538,359	€538,005	€599,941
Total	100%	-	-	€1,538,167	€1,537,157	€1,714,118

	Vitalis					
	%	2019	2020	2021	2022	2023
Communication costs	60%	€433,974	€349,267	€384,542	€645,606	€719,929
Consumer Promotions	5%	€36,164	€29,106	€32,045	€53,800	€59,994
Trade Promotions	35%	€253,151	€203,739	€224,316	€376,603	€419,959
TOTAL	100%	€723,289	€582,112	€640,903	€1,076,010	€1,199,882

Exhibit 3 | Promotional Budget per brand

	Caramulo Below the line budget (Promotions)					
Activities/Year	%	2019	%	2020	%	2021
Slotting Allowances	19%	€117,793	21%	€97,795	23%	€82,548
POS Displays	10%	€61,996	7%	€32,598	8%	€28,712
In-Store Merchandising	7%	€43,397	7%	€32,598	9%	€32,302
Trade Advertising	15%	€92,994	16%	€74,510	19%	€68,192
Price-offs promotions	0%	-	15%	€69,853	16%	€57,425
Bonus Pack	28%	€173,589	12%	€55,883	6%	€21,534
HoReCa & Spec. Promo	21%	€130,192	22%	€102,452	19%	€68,192
Total	100%	€619,962	100%	€465,690	100%	€358,906

	Caramulo Care Below the line budget (Promotions)					
Activities/Year	%	2019	%	2020	%	2021
Slotting Allowances		-		-	21%	€129,206
POS Displays		-		-	10%	€61,527
In-Store Merchandising		-		-	12%	€73,832
Trade Advertising		-		-	20%	€123,053
Price-offs promotions		-		-	0%	-
Sampling		-		-	22%	€135,359
HoReCa & Spec. Promo		-		-	15%	€92,290
Total		-	0%	-	100%	€615,267

	Vitalis Below the line budget (Promotions)					
Activities/Year	%	2019	%	2020	%	2021
Slotting Allowances	19%	€54,970	19%	€44,241	19%	€48,709
POS Displays	10%	€28,932	10%	€23,284	9%	€23,073
In-Store Merchandising	9%	€26,038	9%	€20,956	9%	€23,073
Trade Advertising	13%	€37,611	16%	€37,255	15%	€38,454
Price-offs promotions	15%	€43,397	19%	€44,241	16%	€41,018
Promoters	7%	€20,252	0%	€0	7%	€17,945
Sampling	7%	€20,252	7%	€16,299	5%	€12,818
HoReCa & Spec. Promo	20%	€57,863	20%	€46,569	20%	€51,272
Total	100%	€289,316	100%	€232,845	100%	€256,361

Exhibit 4 | Overall schedule for ATL & BTL for the first three years plan

	2018	2019					
	December	January	February	March	April	May	June
Above the Line (ATL)					Caramulo - TV FB + Instagram + Website creation Collection and deliver of caps		
					Mupis		
							Magazines & Influencers
		Vitalis - App + FB + Instagram + Website Influencers					
					Colour Run Coimbra	Colour Run Cascais	
					Magazine		
Below the Line (ATL)	Slotting Allowances						
		Vitalis POS Displays Brand Activation	Vitalis Brand Experience	Vitalis Brand Experience	Caramulo New packaging Launching	Caramulo POS Displays	Caramulo POS Displays

	2019					
	July	August	September	October	November	December
Above the Line (ATL)	Caramulo - TV					
	Caramulo FB + Instagram + Website Collection and deliver of caps					
	Magazines			Ad Banners		
	Influencers			Mupis		
Below the Line (BTL)	Green Festival					
	Vitalis - App + FB + Instagram + Website Influencers					
	Super Bock Super Rock					
			Colour Run Lisboa e Porto	Vitalis Interactive Mupi		
		Caramulo POS Displays	Caramulo POS Displays			
						Slotting Allowances
	Caramulo Bonus Pack	Caramulo Bonus Pack		Negotiation for the new launches		

2020						
	January	February	March	April	May	June
Above the Line (ATL)	Caramulo - TV					
	Rock in Rio					Mupis
	Caramulo - FB + Instagram + Website Collection and deliver of caps					
	Influencers					
	Vitalis - App + FB + Instagram + Website					
	Mupis			Influencers		
Below the Line (BTL)						
Above the Line (ATL)						
Below the Line (BTL)						

2020						
	July	August	September	October	November	December
Above the Line (ATL)	Boom Festival					
	Caramulo - FB + Instagram + Website Collection and deliver of caps					
	Influencers					
	Green Festival					
	Vitalis - App + FB + Instagram + Website					
	Influencers					
Below the Line (BTL)						

2021						
	January	February	March	April	May	June
Above the Line (ATL)	Caramulo - FB + Instagram + Website					
	Collection and deliver of caps					
						Magazine
					Ad Banners	
	Influencers					
	Vitalis - FB + Instagram + Website					
				Colour Run Coimbra	Colour Run Cascais	
	Ad Banners				Brand Activation	
		Influencers				Magazine
			Caramulo Care - FB + Instagram + Website			
Below the Line (BTL)			Caramulo Care - TV			
					Winter Market Stylista	
			Mupis			
						Magazine
			Influencers			
					Display Windons in Pharmacies	
			Caramulo Care Launching March 8th (Women's day)	Caramulo Care POS Displays	Caramulo Care POS Displays	Caramulo Care POS Displays
				Caramulo Care Sampling		Caramulo Care Sampling

2021						
	July	August	September	October	November	December
Above the Line (ATL)	Caramulo - FB + Instagram + Website					
	Collection and deliver of caps					
	Magazine					
	Ad Banners		Green Festival			
				Influencers		
				Outdoors		
	Vitalis - FB + Instagram + Website					
	Super Bock Super Rock		Colour Run Lisboa e Porto			
	Influencers					
	Caramulo Care - FB + Instagram + Website					
Below the Line (BTL)	Caramulo Care - TV					
				Fashion Night Out	Winter Market Stylista	
	Magazine					
		Influencers				
				Ad Banners		
	Display Windows					
	Caramulo Care POS Displays	Caramulo Care POS Displays	Caramulo Care POS Displays			Slotting Allowances
			Caramulo Care Sampling	Negotiation for the new launches		

Exhibit 5 | Promotional Strategy for HoReCa Channel

	Promotional Pricing - HoReCa							
	Cruzada							
	Segmento	Compra	Oferta	Total	Desconto (%)	Vitalis	Caramulo	Caramulo Care
PET 0.33L	Seg A	12	35	47	74.5%	€0.118	€0.099	€0.099
	Seg B	9	23	32	71.9%	€0.130	€0.109	€0.109
	Seg C	3	7	10	70.0%	€0.138	€0.117	€0.117
	Seg D	6	15	21	71.4%	€0.129	€0.108	€0.108
PET 0.5L	Seg A	12	35	47	74.5%	€0.140	€0.117	-
	Seg B	9	23	32	71.9%	€0.154	€0.129	-
	Seg C	3	7	10	70.0%	€0.165	€0.138	-
	Seg D	6	15	21	71.4%	€0.153	€0.128	-
PET 1.5L	Seg A	10	22	32	68.8%	€0.295	€0.252	-
	Seg B	7	13	20	65.0%	€0.330	€0.283	-
	Seg C	3	5	8	62.5%	€0.354	€0.303	-
	Seg D	6	11	17	64.7%	€0.326	€0.279	-

Exhibit 6 | Caramulo Bonus Pack



